

The Economic Cost of Carbon Abatement Strategies

A Literature Review

Prepared For:
Industrial Energy Consumers of America

Prepared by:
Keybridge Research LLC

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The purpose of this study is to summarize existing estimates of the costs associated with five key GHG abatement pathways.

Objective

Summarize existing estimates of the economic costs associated with key GHG abatement pathways: (1) building efficiency measures, (2) nuclear power, (3) renewable power, (4) vehicle CAFE standards, and (5) renewable fuels.* These five technology pathways were selected because they are estimated to be the pathways through which the largest emissions reductions will be achieved as a result of national legislation passed since 2005.**

Methodology

- Identify, review, and report published estimates from credible academic, industry, and government sources and document key assumptions.***
- Where appropriate, convert unit cost estimates (e.g., \$ per MWh) to GHG abatement cost estimates (i.e., \$ per metric ton of CO₂-e avoided) using a standard set of assumptions based on the EIA's Annual Energy Outlook 2010.
- Convert all cost estimates to 2010 dollars.

Key Findings

- Estimates range from -\$426 to \$470 per ton of CO₂-e avoided. Most estimates cluster between -\$100 and \$100 per ton of CO₂-e avoided.
- Energy efficiency measures in the buildings and transportation sectors tend to result in negative abatement costs (i.e., savings).
- Measures involving greater utilization of low-carbon energy sources (e.g., nuclear power, renewable power, renewable fuels) tend to result in positive abatement costs.

* Abatement cost estimates do not include the impact of government incentives that support individual technologies (e.g. production tax credits, loan guarantees, etc...) or government disincentives that discourage certain technologies (e.g. gasoline taxes, carbon prices, etc...). For reference purposes, the impact of a \$10 carbon price on the costs of various fuels and electricity is shown in the Appendix.

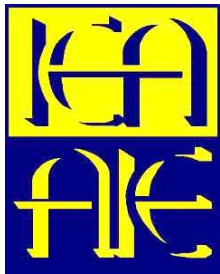
** See Keybridge Research (May 2010), *Taking Stock on Climate: Quantifying GHG Emissions Reductions Associated with Existing Sectoral Energy & Climate Policies*.

***This literature review documents the key assumptions associated with each estimate and, when necessary, converts cost estimates into a common metric (i.e., 2010\$ per ton of CO₂-e avoided). It does not, however, attempt to harmonize assumptions across studies or abatement strategies. Consequently, direct comparisons of abatement cost estimates should only be made in the context of their differing assumptions.

The study relies on cost estimates from a range of academic, industry, and government sources.



Massachusetts
Institute of
Technology



When necessary, cost estimates were converted to a common metric (\$ per ton CO₂-e avoided) using the following assumptions.*

Renewable & Nuclear Power: Cost estimates in \$ per MWh were converted to \$ per metric ton of CO₂-e avoided based on the following assumptions:

- Nuclear and renewable power sources are carbon free.
- Renewable and nuclear power sources displace new coal-fired power plant generation capacity. Unless otherwise noted, the cost of new coal-fired power generation was taken from the same study that provided the cost estimate for the renewable or nuclear power source.
- New coal plants are assumed to emit 0.89 tons of CO₂-e per MWh, as derived from plant efficiency and fuel emissions factors provided by the EIA.

Building Efficiency: Cost estimates in \$ per MWh or \$ per mmBtu of natural gas consumption avoided were converted to \$ per metric ton of CO₂-e avoided based on the following assumption:

- Reduced electricity consumption displaces new coal-fired power plant generation capacity.
- Delivered natural gas prices equal \$5-\$8 per mmBtu.
- Natural gas emissions factor equals 56 kg per mmBtu.

Renewable Fuels: Cost estimates in \$ per liter or \$ per gallon were converted to \$ per metric ton of CO₂-e avoided based on the following assumptions:

- For studies that estimate current or past renewable fuel production costs, gasoline (or diesel) production costs were taken from the EIA's Annual Energy Review. Gasoline costs were calculated as refiners' prices less refiners' margin.
- For studies that provide projections of future biofuels production costs, gasoline (or diesel) production costs derived from the 2010 Annual Energy Outlook were used.

CAFE Standards: Cost estimates of \$ per vehicle were converted to \$ per metric ton of CO₂-e avoided based on the following assumptions:

- VMT and fuel economy assumptions were taken directly from the study that provided the cost estimate.
- Gasoline emissions factor equals 8.8 kg of CO₂-e per gallon; Diesel emissions factor equals 10.1 kg of CO₂-e per gallon.

COST ESTIMATES: BUILDING EFFICIENCY MEASURES

| | Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|---------------------------------------|---|--|--|
| Lighting | International Energy Agency (2006a) | -\$174 | Estimate is a global average for 2008-2030, not a U.S. average |
| | McKinsey & Company (2007) | -\$97 | Projection for 2030; Replacement bulbs include compact fluorescent and LEDs |
| | Bloomberg (2010) | -\$42 | Projection for 2020 |
| Elec- tronics | McKinsey & Company (2007) | -\$104 | Projection for 2030 |
| Building Shell | McKinsey & Company (2007) | -\$47 | Projection for 2030; Estimate includes new builds and retrofits; Input assumptions unclear |
| | Bloomberg (2010) | \$20 | Projection for 2020; Estimate only includes retrofits; Input assumptions unclear |
| HVAC Equipment | International Energy Agency (2006b) | -\$95 to -\$72 | U.S. estimates in 2004-05 of specific AC systems in specific climates |
| | McKinsey & Company (2007) | \$50 | Projection for 2030 |
| General Energy Efficiency Measures | Lazard (2008) | -\$84 to -\$27* | Projection for 2010; Cost of various measures outlined in the National Action Plan for Energy Efficiency |
| | American Council for an Energy Efficient Economy (2009) - Natural Gas | -\$74 to -\$20* | Average of multiple cost estimates of 6 natural gas utility rate-payer funded programs in different states in 2003-08; Compared to delivered natural gas prices of \$5/mmBtu and \$8/mmBtu |
| | American Council for an Energy Efficient Economy (2009) - Electricity | -\$71* | Average of cost estimates of electric utility rate-payer funded programs in 14 states in 2003-08; Economic life: 10-15 yrs; Discount rate: 5%; Cost of new coal power not available in this study; EIA (2009) cost was used. |
| | International Panel on Climate Change (2007) | < \$0 | Projection for 2030; The IPCC estimates that 1.3 GT CO ₂ reductions can be achieved in OECD countries for negative economic costs |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

COST ESTIMATES: NUCLEAR POWER

| Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|--|--|--|
| Electric Power Research Institute (2007) | \$8* | Projection for 2020; Fuel Costs: \$44/MWh; Economic Life: 60 yrs; Financing: 80% debt; Capacity Factor: 90% |
| McKinsey & Company (2007) | \$10 | Projection for 2030; Construction Costs (net financing cost): \$3,500-\$4,000/kW; Other input assumptions unclear |
| Energy Information Administration (2009) | \$11* | Projection for 2020; Capital Costs: \$3,318/kW; Variable: O&M Costs: \$0.49 mills/kWh; Fixed O&M Costs: \$90.02/kW (fixed); Construction Period: 6 yrs |
| Nuclear Energy Institute (2009) | \$24 to \$31* | Year Unspecified; Capital Costs: \$4,300-\$4,800/kW; Fuel Costs: \$7.50/MWh; O&M Costs: \$9.50/MWh; Construction Period: 4 yrs; Financing: 80% debt; Discount Rate: 6.5% (debt: unregulated entities), 6.0% (debt: regulated entities) to 15% (equity); Capacity factor: 90% |
| Massachusetts Institute of Technology (2009) | \$25* | Year Unspecified; Capital Costs: \$4,000/kW; Fuel Costs: \$0.76/mmBtu; Construction Period: 5 yrs; Economic Life: 40 yrs; Financing: 50% debt; Discount Rate: 8% (debt) to 15% (equity); Capacity Factor: 85% |
| Lazard (2008) | \$27 to \$59* | Projection for 2010; Capital Costs: \$5,750-\$7,550/kW; Fixed O&M: \$12.80/kW per yr; Variable O&M: \$11.00/MWh; Economic Life: 20 years; Financing: 60% debt; Discount Rate: 7% (debt) to 12% (equity); Capacity Factor: 90% |
| Congressional Budget Office (2008) | \$45* | Projection for 2015; Capital Costs: \$2,358,000/MW; Fuel Costs: \$8/MWh; O&M Costs: \$8/MWh; Construction Period: 6 yrs; Economic Life: 40 yrs; Financing: 45% debt; Discount Rate: 8.75%-12.5% (real rate of return); Capacity Factor: 80%-90% |
| Bloomberg (2010) | \$46 | Projection for 2020; Discount Rate: 6%; Other input assumptions unclear |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

COST ESTIMATES: RENEWABLE POWER - WIND

| | Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|----------|--|--|---|
| Onshore | Lazard (2008) | \$17 to \$86* | Projection for 2010; Capital Costs: \$1,900-\$2,500/kW; O&M Costs: \$40-\$50/kW per yr; Financing: 60% debt; Discount Rate: 7% (debt) to 12% (equity); Capacity Factor: 20%-23%; Capacity Factor: 28%-36% |
| | Bloomberg (2010) | \$20 to \$43 | Projection for 2020; Discount rate: 6%; Other input assumptions unclear |
| | McKinsey & Company (2007) | \$22 | Projection for 2030; Installed Capacity (required to capture abatement potential): 116 GW; Other input assumptions unclear |
| | The Brattle Group (2010) ² | \$40* | Projection for 2013; Capital costs: \$2000-\$2550/kW; O&M costs: \$30.5/kW per yr; Non-Renewable electricity costs: \$76.6/kWh; Grid emissions: 0.43 MT CO ₂ e/MWh; Capacity factor: 32%; Nameplate capacity: 40MW |
| | Energy Information Administration (2009) | \$54* | Projection for 2020; Capital Costs: \$1,923/kW; O&M Costs: \$30.30/kW/yr; Other input assumptions unclear |
| | Dobesova, Apt, Lave (2006) ¹ | \$56* | Estimate for 2002; Capital Costs: \$1000/kWh; O&M Costs: \$25/kW/yr; Transmission Costs: \$0.09 cents/kWh; Nameplate Capacity: 942 MW |
| | Electric Power Research Institute (2007) | \$72* | Projection for 2020; Nameplate Capacity: 100MW; Capacity Factor: 32.5%; Cost estimates reflect a full portfolio scenario, which allows costs to decline faster than in limited portfolio scenario |
| Offshore | McKinsey & Company (2007) | \$46 | Projection for 2030; Other input assumptions unclear |
| | Energy Information Administration (2009) | \$150* | Projection for 2020; Capital Costs: \$3,851/kW; O&M Costs: \$89.48/kW/yr |
| | The Brattle Group (2010) ² | \$241* | Projection for 2013; Capital Costs: \$4500-\$5500/kW; O&M Costs: \$30.5/kW per yr; Non-renewable electricity costs: \$76.6/kWh; Grid Emissions: 0.43 MT CO ₂ -e/MWh; Capacity Factor: 37% |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

¹ Study specific to Texas wind-generated electricity in 2002

² Study specific to Connecticut electric power sector

COST ESTIMATES: RENEWABLE POWER – SOLAR PHOTOVOLTAIC

| Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|--|--|---|
| McKinsey & Company (2007) | \$32 | Projection for 2030; Abatement costs can vary by as much as \$30/ton CO ₂ e due to regional differences, such as the intensity of solar radiation (which impacts capacity factors) as well as installation costs |
| Bloomberg (2010) | \$96 to \$147 | Projection for 2020; Discount Rate: 6%; Other input assumptions unclear |
| Lazard (2008) | \$193 to \$301* | Projection for 2010; Capital Costs: \$3,500-\$4,000/kW; O&M Costs: \$25/kW per yr; Economic Life: 20 years; Financing: 60% debt; Discount Rate: 7% (debt) to 12% (equity); Capacity Factor: 30%-23% |
| Energy Information Administration (2009) | \$327* | Projection for 2020; Capital Costs: \$6,036/kW; O&M Costs: \$11.68/kW per yr; Other input assumptions unclear |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

COST ESTIMATES: RENEWABLE POWER - BIOMASS

| Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|--|--|--|
| Lazard (2008) | \$1 to \$56* | Projection for 2010; Economic Life: 20 yrs; Financing: 60% debt; Discount Rate: 7% (debt) to 12% (equity) |
| Energy Information Administration (2009) | \$12* | Projection for 2020; Capital Costs: \$3,766/kW; O&M costs: \$64.45/kW per year; Other input assumptions unclear |
| The Brattle Group (2010) ² | \$34* | Projection for 2013; Capital Costs: \$2500-\$3500/kW; O&M Costs: 66.9/kW per yr; Non-renewable electricity costs: \$76.6/kWh; Grid Emissions: 0.43 MT CO ₂ e/MWh; Capacity Factor: 85%; |
| Bloomberg (2010) | \$61 | Projection for 2020; Discount Rate: 6%; Other input assumptions unclear |
| Electric Power Research Institute (2007) | \$67* | Projection for 2020; Nameplate Capacity: 50 MW; Capacity Factor: 85%; Cost estimates reflect a full portfolio scenario, which allows costs to decline faster than in limited portfolio scenario |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

¹ Additional cost of retrofitting a coal-fired power plant for cofiring biomass

² Study specific to Connecticut electric power sector

COST ESTIMATES: VEHICLE CAFE STANDARDS

| | Source | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|----------------|---|--|--|
| Passenger Cars | National Highway Traffic Safety Administration (2010) | -\$316* | Projection for 2016; Capital Costs: \$907/vehicle; Fuel Costs: 2007\$3.27/gal; Age-weighted VMT: 161,847; Fuel Savings: 801 gal/vehicle/lifetime |
| | Bloomberg (2010) | -\$250 | Projection for 2020; Other input assumptions unclear |
| | National Research Council (2002) | -\$154* | Year unspecified; Fuel Costs: \$1.50/gal ; Fuel Efficiency: 32.5; VMT: yr; Discount Rate: 12%; Payback Period: 14 yrs |
| | McKinsey & Company (2007) | -\$81 | Projection for 2030; Capital Costs: \$700-\$1400/vehicle; Fuel Costs: \$59/barrel oil; Fuel Efficiency: 38 mpg |
| | Interlaboratory Working Group (2000) | -\$36* | Projection for 2010; Capital Costs: \$1,488; Fuel Efficiency: 38.1 mpg; Fuel Savings: \$308/yr |
| Light Trucks | National Research Council (2002) | -\$426* | Year unspecified; Fuel Costs: \$1.50/gal; Fuel Efficiency: 27.9; VMT: 15,600/yr; Discount Rate: 12%; Payback Period: 14 yrs |
| | National Highway Traffic Safety Administration (2010) | -\$339* | Projection for 2016; Capital Costs: \$961/vehicle; Fuel Costs: 2007\$3.27/gal; Age-weighted VMT: 190,006; Fuel Savings: \$1,011 gal/vehicle/lifetime |
| | Bloomberg (2010) | -\$245 | Projection for 2020; Other input assumptions unclear |
| | McKinsey & Company (2007) | -\$69 | Projection for 2030; Capital Costs: \$700-\$1400/vehicle; Fuel Costs: \$59/barrel oil; Fuel Efficiency: 28 mpg |
| | Interlaboratory Working Group (2000) | -\$45* | Projection for 2010; Capital Costs: \$1,629; Fuel Efficiency: 27.7mpg; Fuel Savings: \$460/yr |
| Both | Congressional Budget Office (2003) | \$61* | Year unspecified; Fuel Costs: \$1.27/gal; Capital Costs: \$228/vehicle; Fuel Efficiency: 31.3 mpg cars, 24.5 mpg light trucks; Discount Rate (consumer fuel cost savings): 12% |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

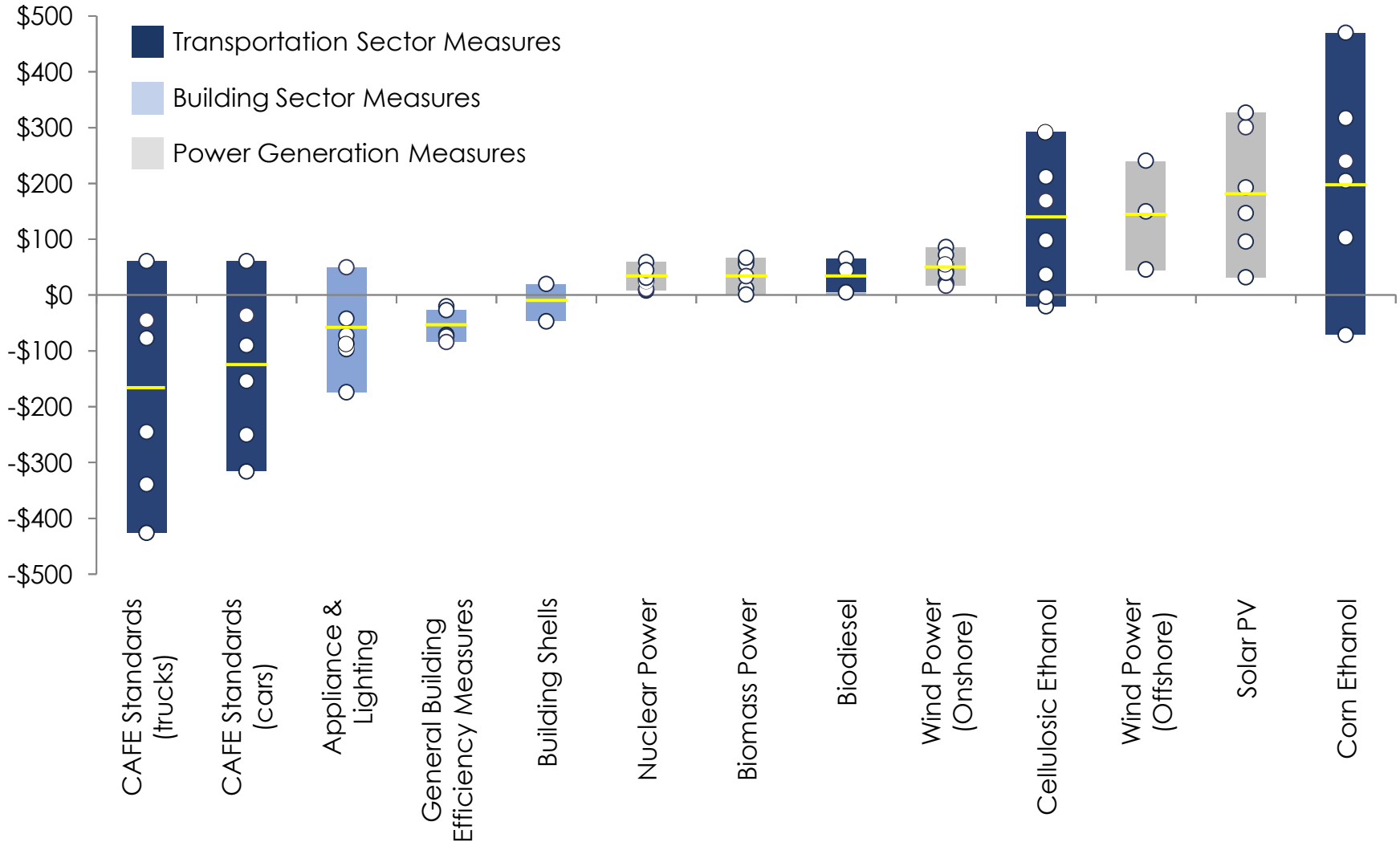
COST ESTIMATES: RENEWABLE FUELS

| Source | | Cost (2010\$ per Ton CO ₂ -e Avoided) | Key Assumptions & Notes |
|--------------------|--|--|--|
| Corn Ethanol | Dept. of Com., International Trade Admin. (2007) | -\$71 to \$470* | Estimate for 2007; Assumed petroleum price of \$70 per barrel |
| | Energy Information Administration (2010) | \$103* | Projection for 2020; Assumed petroleum price of \$109 per barrel |
| | Congressional Research Service (2008) | \$205* | Estimate for 2007; Assumed petroleum price of \$70 per barrel |
| | International Energy Agency (2006) | \$240* | Estimate for 2005; Assumed petroleum price of \$56 per barrel |
| | National Commission on Energy Policy (2004) | \$317* | Estimate for 2004; Assumed petroleum price of \$42 per barrel |
| Cellulosic Ethanol | McKinsey & Company (2007) | -\$20 | Projection for 2030; Assumed petroleum price of \$64 per barrel |
| | International Energy Agency (2008) | -\$3 to \$37* | Projection for 2020; Assumed petroleum price of \$109 per barrel |
| | Energy Information Administration (2010) | \$98* | Projection for 2020; Assumed petroleum price of \$109 per barrel |
| | National Commission on Energy Policy (2004) | \$169* | Estimate for 2004; Assumed petroleum price of \$42 per barrel |
| | Goldemberg (2007) | \$212* | Estimate for 2006; Assumed petroleum price of \$65 per barrel |
| | Dept. of Com., International Trade Admin. (2007) | \$293* | Estimate for 2007; Assumed petroleum price of \$70 per barrel |
| Biodiesel | International Energy Agency (2008) | \$5 to \$65* | Projection for 2020; Assumed petroleum price of \$109 per barrel |
| | Energy Information Administration (2010) | \$45* | Projection for 2020; Assumed petroleum price of \$140 per barrel |

*Abatement cost estimates not given on a per ton of CO₂ basis. Estimates were converted using levelized cost and emissions data from available sources and EIA.

SUMMARY: ALL CATEGORIES

Technology Abatement Cost Estimates, Ranges, & Midpoints*
(2010 \$ per ton of CO₂-e Avoided)



*Abatement cost estimates do not include the direct impact of government incentives and disincentives that may alter the cost structure of individual technologies.

LIMITATIONS, QUALIFICATIONS, & UNCERTAINTIES

- The estimates presented in this study are based on a literature review. The reported estimates from each source were not verified or otherwise validated by independent Keybridge analysis.
- The sources referenced employ different methodologies and assumptions.
 - The studies assume different deployment levels. It is likely that that level of deployment (particularly for emerging technologies) will have a significant impact on technology costs through learning by doing, economies of scale, feedstock price pressures, and exhaustion of technology options.
 - The sources referenced were conducted at different times and estimate technology costs on different time horizons. For example, some calculate technology costs at the time of the study or the recent past by reviewing observed cost data while others project technology costs for future periods.
 - Most estimates measure economic costs from the perspective of the immediate technology consumer: building owners that pay their own energy bills (building efficiency), electric power consumers (nuclear and renewable power), automobile consumers (CAFE standards), and refiners of liquid fuels (renewable fuels). In general, the estimates may not reflect the full net cost to society of each measure, particularly indirect costs and benefits such as health or safety impacts.
 - Most of the studies do not provide information about what the technologies are assumed to be displacing (i.e., they do not identify a baseline scenario or technology). Where necessary, costs and emissions impacts were measured relative to technologies that are either the lowest cost alternative or the dominate technology the field.
- In most instances, reported cost estimates explicitly or implicitly assume that individual abatement strategies are pursued in isolation. They do not consider the offsetting or synergistic effects that may occur when individual abatement strategies are pursued in concert.
- When necessary and appropriate, reported estimates from each source were converted into a common currency (i.e., 2010\$) and GHG impact metric (i.e., \$ per ton of CO₂-e avoided). Otherwise, no attempt was made to standardize the underlying assumptions across estimates. Consequently, direct comparisons of abatement cost estimates should only be made within the context of their differing assumptions.

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APPENDIX: ENERGY PRICES WITH AND WITHOUT CARBON PRICES

| Fuel | Units | 2010 Price* | With a \$10 Carbon Price | |
|-------------------|------------------|-------------|--------------------------|---------------------|
| | | | Price Increase | Percentage Increase |
| Gasoline | \$ per gallon | \$2.91 | \$0.09 | 3.0% |
| Crude Oil | \$ per barrel | \$82.00 | \$4.35 | 5.3% |
| Natural Gas | \$ per mmBtu | \$4.78 | \$0.53 | 11.1% |
| Coal (No Capture) | \$ per short ton | \$42.95 | \$19.05 | 44.4% |
| Electricity** | \$ per MWh | \$98.00 | \$5.74 | 5.9% |

*Energy prices are taken from the Energy Information Administration's forecast for the second quarter of 2010 in its Short Term Energy Outlook from April 2010. Prices represent the average retail price for conventional gasoline, the average spot price for West Texas intermediate crude oil, the average delivered prices of natural gas and coal to electric power producers, and the average delivered price of electricity for all users.

**The carbon intensity of electric power is based on the national average as projected in the 2010 AEO for 2010.

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Keybridge Research LLC is a Washington DC based international economics and public policy consulting firm. Keybridge provides analytical support and strategic advice to a select clientele that includes Fortune 500 companies, global financial firms, G-7 governments, and premier industry associations. Our experience and expertise make us uniquely suited to assist organizations that operate at the interface of business, economics, and public policy.

Keybridge provides clients with access to a full suite of analytical services, including macroeconomic risk assessments, econometric modeling studies, policy impact studies, qualitative policy evaluations, and survey design and analysis. For clients requiring regular consultations, Keybridge offers on-going strategic advisory services in the areas of macroeconomic trends and risks, international trade and finance, and energy and environmental economics. Keybridge also assembles and manages interdisciplinary teams of experts to conduct thought leadership projects to assist clients with building competitive advantages or reframing policy debates through the development, sharing, and application of innovative ideas. Our principals are regularly asked to present research and share insights with economic, financial, and policy audiences around the world, including corporate strategic planning committees, congressional committees, and international conferences.

KEYBRIDGE PROJECT TEAM MEMBERS

Dr. Robert F. Wescott (Principal Investigator), is President of Keybridge Research LLC. Dr. Wescott has nearly 30 years of professional experience working on macroeconomic and public policy issues. Dr. Wescott served for four years as Special Assistant to the President for Economic Policy at the White House and as Chief Economist at the President's Council of Economic Advisers. From 1982-93, he was Senior Vice President and Chief Economist at Wharton Econometrics (today IHS Global Insight), where he oversaw a staff of 60 and was responsible for all economic modeling, forecasting, and consulting operations. Dr. Wescott also was Deputy Division Chief in the Research Department of the International Monetary Fund, where he did research on global economic risks and policy challenges. In 1989-90 he was Research Director at the International Center for the Study of East Asian Development in Kitakyushu, Japan. He holds a Ph.D. in Economics from the University of Pennsylvania.

Mark W. McNulty is Director of Economic & Policy Analysis at Keybridge Research LLC and leads the firm's energy and environment practice. Before joining Keybridge, Mr. McNulty served as a consultant for U.S. financial institutions and rural development organizations, where he designed and implemented financial products tailored to the needs of low-income consumers. From 2000-2001, he served as the Staff Assistant for International Economics at the White House's National Economic Council, where he was responsible for research and analysis on global economic and financial risks. Mr. McNulty holds a B.A. in Business Administration & Economics from Rhodes College and a Masters in Public Policy from Harvard's Kennedy School of Government.

Brendan M. Fitzpatrick is Senior Economist at Keybridge Research LLC. Mr. Fitzpatrick specializes in international economics and environmental policy. Prior to joining Keybridge, Mr. Fitzpatrick served in the Office of the Chief Economist of the World Bank, where he focused on development finance, environment, and the production of the 2006-08 Global Monitoring Reports. He also worked with USAID's Agriculture and Rural Enterprise Development team in Rwanda and worked in education and community development in Ecuador. Mr. Fitzpatrick holds Bachelor's degrees in Bioengineering & Economics from the University of Illinois at Urbana-Champaign and a Master's degree in Public Administration in International Development from Harvard's Kennedy School of Government.